

JI

TO: Officials-in-Charge of Headquarters Offices

FROM: JI/Headquarters Quality Council Executive Secretary

SUBJECT: Headquarters Quality Council Meeting (special session) of
October 3, 2001

The NASA Headquarters Quality Council met on October 3, 2001, from 10 – 11 a.m. in ACR-2. The list of attendees is included at Enclosure 1.

Mr. Mann provided a presentation in accordance with the two August 13, 2001, Quality Council actions as follows:

- 1) Working with Code Y, prepare a follow-on briefing for the HQ Quality Council to address the workload impact of the proposed HQ ISO 9001:2000 transition model on HQ Officials-in-Charge.
- 2) Per Associate Deputy Administrator direction, solicit input from the NASA Centers regarding Center benefits obtained in implementing a Quality Management System (QMS) that conforms to ISO 9001. In addition, solicit the Centers plans for transitioning their QMS's to the requirements of ISO 9001:2000.

Mr. Mann's brief is provided at Enclosure 2.

Mr. Mann began his presentation by reviewing the purpose of the meeting as outlined above, and continued with a summary of the Center-submitted benefits and shortcomings of ISO 9001 registration. In doing so, Mr. Mann made the following key points:

- 1) Responses were received from all Centers except Ames Research Center (ARC).
- 2) All respondents except Dryden Flight Research Center (DFRC) were very positive about ISO 9001 registration to date, as well as transitioning to ISO 9001:2000.
- 3) Although the question was not asked as part of the survey, all Centers addressed maintaining ISO 9001 registration, and all Centers but DFRC said maintaining ISO 9001 registration was a benefit.
- 4) The overwhelming consensus of the Centers was that:

- Certification benefits far outweighed the shortcomings.
- External audits (and associated registration) are crucial to the success of their systems.
- The difficulty in quantifying benefits/savings is because of a lack of baseline/current measures.
- The predominance of shortcomings were from self-inflicted pain and difficulty in interpreting ISO 9001:1994.
- ISO 9001:2000 is a much more appropriate standard for NASA than the 1994 standard.
- The expected benefits of ISO 9001:2000 far outweigh the perceived shortcomings - majority of risk comes from potentially poor interpretation.
- JSC has already made the transition and all Centers have plans to make the transition.

Mr. Mann continued his presentation with a review of the activities required to transition the HQ Quality Management System to the requirements of ISO 9001:2000. After briefly reviewing these activities, Mr. Mann continued his presentation with a discussion of three case studies. The case studies were performed in preparation for the October 3, 2001, Quality Council meeting. The aim of the case studies was to illustrate the expected transition workload requirements on all HQ offices. The case studies were performed in cooperation with Codes B, F, and Y. Mr. Mann explained that the reason these three offices were chosen for case studies were as follows:

- 1) Code B is the owner of all three of HQ highest level products, the NASA Strategic Plan, the Budget, and NASA Performance Plan, as defined at earlier meetings. Therefore, the heaviest expected workload in making the transition would fall on Code B.
- 2) Code F was chosen as a typical functional office that provides direct support to the development of HQ highest level products. Yet is not ultimately responsible for producing them, and based on their concern regarding the expected workload at the August 13, 2001, meeting.
- 3) Code Y volunteered to work with the ISO 9001 Program Office in developing the case studies, and was viewed as being representative of the projected workload on a HQ Enterprise code.

Through the discussion of the case studies, Mr. Mann explained that the workload would vary by Code as a function of their involvement with the Headquarters key products. Each Code would have to:

- 1) Perform a gap assessment by assessing their current OWI's and processes alignment with their mission responsibilities or contribution to key Headquarters products. This gap assessment would identify if additional OWI's are required or if some OWI's are candidates for cancellation at the discretion of the Associate Administrator.

- 2) If a Code owns a key Headquarters product, they would have to assess the adequacy of customer feedback measures, process performance measures, and process/product improvement goals. To the extent that there are shortcomings in these required areas, the Code may have to fill the gaps and that could include tasking on other supporting organizations.

After presenting the three cases studies, Mr. Mann addressed future Quality Council meetings under the HQ ISO 9001:2000-based QMS. In doing so, Mr. Mann articulated that we needed to expand the Quality Council agenda to focus on HQ products and processes versus solely on audit findings and corrective actions. Mr. Mann also stated that we needed to:

- 1) Focus on performance measures and results as identified by product owners.
- 2) Review broad, nonproduct specific customer feedback mechanisms provided by, for example, codes I, L and correspondence control systems, and determine appropriate actions.
- 3) Determine improvement strategies and actions related to HQ products.
- 4) Determine resource issues in support of HQ products.

Mr. Mann concluded that the case studies indicated that relatively little work by the Enterprise and Functional Office Codes will need to be done in order to transition our system to the ISO 9001:2000 standard, and for the case study areas, their activities are relatively complete. Mr. Mann provided the following observations and recommendations:

- 1) The transition of the HQ QMS from the requirements of ISO 9001:1994 to ISO 9001:2000 is an evolution, not a new initiative.
- 2) The principal benefit is that the new standard aligns with our activities, and focuses on improvement.
- 3) The cost is minimal.
- 4) HQ should proceed with the transition activities to support a May 2002 certification to ISO 9001:2000.

Mr. Mann then opened the floor for discussion. Dr. Mulville began by asking Codes B, F, and Y if they had any concerns with Mr. Mann's representation of the case studies and results. All three Codes stated that they had no significant concerns, and that they essentially agreed with Mr. Mann's representation. However, Mr. Luther (Code Y) stated that his only concern would be if the new model for the HQ QMS were to be expanded beyond the products identified. Several Codes shared Mr. Luther's concern. That is, if the model were expanded to include other HQ products, that there may be significant concerns associated with how HQ could/would address such items as customer satisfaction, continual improvement, and product/process metrics. Dr. Mulville and Mr. Mann agreed with these concerns, and indicated that if any expansion occurred, further discussion by the HQ Quality Council would be required.

After some additional discussion, all members of the Quality Council reached a consensus agreement with Mr. Mann's recommendation that HQ should proceed with the transition as outlined. Dr. Mulville concluded the meeting by thanking Mr. Mann and all participants.

The following actions were assigned:

<u>Responsible Organization</u>	<u>Action</u>
Code JI (ISO 9001 Program Office)	1) Working with all HQ offices, lead the transition of the HQ QMS from the requirements of ISO 9001:1994 to ISO 9001:2000, as outlined in Mr. Mann's presentation to the Quality Council of October 3, 2001. Target date for certifying the HQ QMS to ISO 9001:2000 is May, 2002 – no later than May 31, 2002.
All Officials-in-Charge of HQ offices	1) Working with the ISO 9001 Program Office, Code JI, accomplish the work identified in Mr. Mann's October 3, 2001, Quality Council brief to ensure HQ is prepared to undergo a certification audit to ISO 9001:2000 in May, 2002 - no later than May 31, 2002.

The next meeting of the HQ Quality Council is scheduled for November 20, 2001. The purpose of this meeting is to review the items addressed in HQPC1150.1, HQ Quality Council charter, and to present any progress made in transitioning the HQ QMS to the requirements of ISO 9001:2000.

Scott M. Holliday

Enclosures 2

Concurrence:

Michael B. Mann
HQ ISO 9001
Executive Management Representative

Date

Approval:

Daniel R. Mulville
Associate Deputy Administrator

Date

Distribution:

AI/Dr. Mulville

AA/Mr. Stadd

AB/Mr. Christensen

AC/Gen. Armstrong

A-1/Dr. Blumberg

AE/Mr. Keegan

AJ/Mr. Tam

AM/Dr. Williams

AO/Mr. Holcomb

AS/Dr. Olsen

B/Mr. Varholy (Acting)

C/Mr. Sullivan (Acting)

E/Mr. Reese

F/Ms. Novak

G/Mr. Frankle

H/Mr. Luedtke

I/Mr. Schumacher

J/Mr. Sutton

K/Mr. Thomas

L/Mr. Bingham (Acting)

M/Mr. Rothenberg

P/Mr. Mahone

Q/Mr. Gregory

R/Mr. Venneri

S/Dr. Weiler

U/Dr. Olsen (Acting)

W/Ms. Gross

X/Mr. Saleeba

Y/Dr. Asrar

cc: (w/o encls)

AI/Ms. Kishiyama

AE/Mr. Huckins

AM/Mr. Shepanek

AO/Mr. Radosevich

AS/Ms. Montrose

B/Mr. Mann

Ms. McCormick

BR/Mr. Beck

Ms. Wirsing

CF/Mr. Clement

CIC/Ms. Grimes

EC/Mr. Starnes

F/Ms. Saric

Ms. Frederick

GK/Ms. Drinkard

HC/Mr. Walker

I/Ms. Cline

JJ/ Mr. Holliday

JM/Mr. Werner

K/Mr. Diamond

LB/Ms. Cherry

ML/Mr. Capote

QS/Mr. Lyver

Mr. Whitmeyer

RS/Ms. Humphrey

SD/Mr. Albright

YB/Ms. Santa

**Headquarters Quality Council Attendees
October 13, 2001**

<u>Name</u>	<u>Title/Organization</u>
Daniel Mulville	Associate Deputy Administrator and Official-in-Charge, Headquarters ISO 9001
Michael Christensen	Associate Deputy Administrator for Institutions
Keith Hudkins	Deputy Chief Engineer
Richard Williams	Chief Health & Medical Officer
Dr. David Nelson	Deputy CIO for IT Security Office of the Chief Information Officer
Michael Mann	Director of Integrated Financial Management Program Office of the Chief Financial Officer, and Headquarters ISO 9001 Executive Management Representative
Stephen Varholý	Acting Chief Financial Officer
Timothy Sullivan	Acting Associate Administrator Office of Headquarters Operations
George Reese	Associate Administrator Office of Equal Opportunity
Vicki Novak	Associate Administrator Office of Human Resources and Education
Edward Frankle	General Counsel Office of the General Counsel
Tom Luedtke	Associate Administrator Office of Procurement
John Schumacher	Associate Administrator Office of External Relations
Jeffrey Sutton	Associate Administrator Office of Management Systems

Anthony Diamond	Representing Ralph Thomas Associate Administrator Office of Small & Disadvantaged Business Utilization
William Readdy	Deputy Associate Administrator Office of Space Flight
Paula Cleggett	Deputy Associate Administrator Office of Public Affairs
Michael Greenfield	Deputy Associate Administrator Office of Safety and Mission Assurance
Gregory Reck	Deputy Associate Administrator Office of Aerospace Technology
Kenneth Ledbetter	Representing Ed Weiler Associate Administrator Office of Space Science
Kristen Erickson	Acting Deputy Associate Administrator Office of Biological and Physical Research and representing the Chief Scientist
David Saleeba	Director, Office of Security Management and Safeguards
Michael Luther	Deputy Associate Administrator Office of Earth Science